

Pasco County Continuum of Care FL-519

2022-2025

Strategic Action Plan



Overview

The housing crisis response system covering the entirety of Pasco County Florida is coordinated by the Pasco County Continuum of Care and governed by the Pasco Continuum of Care Leadership Council. Utilizing gaps and needs assessment data from 2019 through 2022, Coordinated Entry System evaluation results, 2015 to 2021 System Performance data, and thoughtful planning and insight among the Strategic Planning Committee of the CoC, the CoC has established the following Strategic Action Plan to improve coordination and delivery of homeless and housing services for those households and individuals faced with homelessness in Pasco County Florida.



Six main recurring themes were identified in the 2022-2025 strategic planning process;

- 1: Community Education and Training
- 2: Service Provider Capacity Building, Coordination, and Support
- 3: CoC Governance, and Lead Agency Capacity Building
- 4: Unsheltered Homelessness and Emergency Shelter Solutions
- 5: Permanent Supportive Housing Expansion
- 6: System Performance Improvement

Gaps Analysis

Prior to the completion of this Strategic Action Plan, a Gaps Analysis was completed in 2021 to help inform the Plan. Below are some key insights from the Gaps Analysis.

- 1 CHRONIC HOMELESSNESS HAS INCREASED BY 36%, WHILE PERMANENT SUPPORTIVE HOUSING IS ONLY FUNDED AT 7%, AND CHRONIC HOMELESSNESS REPRESENTS 42% OF THE HOMELESS POPULATION**
- 2 FAMILIES REPRESENT NEARLY 18% OF THE HOMELESS POPULATION AND 49% OF THE TOTAL BED INVENTORY IS DEDICATED TO FAMILIES**
- 3 THE GREATEST NEED IN TERMS OF ASSISTING HOUSEHOLDS TO EXIT HOMELESSNESS IDENTIFIED BY STAKEHOLDERS IS THE NEED FOR MORE RENTAL HOUSING THAT IS AFFORDABLE**
- 4 RAPID REHOUSING WAS IDENTIFIED AS THE SHORTEST PATHWAY TO HOUSING AND WAS EXPANDED THROUGH THE INFUSION OF COVID-RELATED FUNDING.**
- 5 THE FOUR POPULATION GROUPS WITH THE HIGHEST NUMBER OF DAYS HOMELESS ARE HOUSEHOLDS OF MULTIPLE RACES, HOUSEHOLDS WITH A DISABLED MEMBER, HOUSEHOLDS WITH AN ADULT AGED 55+, AND BLACK OR AFRICAN-AMERICAN HOUSEHOLDS**
- 6 HOMELESSNESS HAS INCREASED FOR PEOPLE OVER THE AGE OF 25**
- 7 FORMERLY HOMELESS INDIVIDUALS CITED ABUSE OR VIOLENCE IN THE HOME AS THE MAIN REASON THEY BECAME HOMELESS**

As a system we want to improve upon and maintain the following outcomes related to system performance, ultimately making homelessness rare, brief, and non-recurring;

Sys PM 1 - DECREASE the overall average and median length of time a person remains homeless

2023 Target: Average less than 130 nights, Median less than 60 nights

2025 Goal: Average is 90 nights or less

2021 Reported: Average Days 104 2020 Reported: Averaged Days 131

SysPM2 - DECREASE returns to homelessness

2023 Target: Returns to homelessness within6 months less than 5%

.....2 years, less than 13%

2025 Goal: Returns in 2 years, less than 10%

2021 Reported: w/in 6 months 6.6%, w/in 2 years 13.2% 2020 Reported: w/in 6 months 9.3%, w/in 2 years 16.7%

Sys PM 3 - DECREASE number of homeless persons in annual and PIT count

2023 Target: PIT Count is less than 900 individuals, Annual Count is less than 1200 individuals

2025 Goal: PIT Count is less than 800 individuals, Annual Count is less than 1100 individuals

2021 Reported: PIT Count Total 857 (523 Unsheltered) Sheltered Annual Count 1103

2020 Reported: PIT Count Total 898 (688 Unsheltered) Sheltered Annual Count 735

Sys PM 4 - INCREASE or maintain income for persons in housing programs

2023 Target: Increase income for more than 30% of system stayers Increase income for more than 60% of system leavers

2025 Goal: Increase income for more than 40% of system stayers and Increase income for more than 80% of system leavers

2021 Reported: System Stayers 0% System Leavers 39.2% 2020 Reported: System Stayers 0% System Leavers 54.2%

Sys PM 5 - DECREASE instances of 1st-time homelessness

2023 Target: First-time homeless count is less than 900 individuals

2025 Goal: First-time homeless count is less than 600 individuals

2021 Reported: 1,108 2020 Reported: 711

Sys PM 7 - INCREASE permanent housing placements from Outreach, ES, TH, PH-RRH programs and retention of permanent housing

2023 Target: Increase placements to permanent housing from outreach to be greater than 70% of outreach exits

Increase placements to permanent housing from ES, SH, TH, and PH-RRH to be greater than 65%

2025 Goal: Maintain placement to permanent housing from outreach to be greater than 70% of outreach exits

Increase placements to permanent housing from ES, SH, TH, and PH-RRH to be greater than 75%

Increase the rate of retention of permanent housing to be greater than 95%

2021 Reported: Successful Exit from SO 66.7%

2020 Reported: 90.9%

PH from ES, SH, TH, RRH 61.5%

72.6%

To PH or retention of PH beyond 6 months (excluding RRH) 99.4%

99.0%

Additional Measurable Outcomes

- At least 90% of veterans with homelessness prevention financial assistance will remain in permanent housing for at least 6 months following assistance.
- At least 85% of the veterans receiving rapid re-housing assistance will remain in permanent housing for at least 6 months following assistance.
- At least 85% of households receiving rapid re-housing assistance remain in permanent housing for at least 6 months following receipt of the last rental payment or case management assistance.
- As an additional measure to prevent homelessness when possible, knowing this is the least costly intervention, First Time Homelessness will be decreased by 45% from 1108 persons in 2021 to 600 or fewer persons by the close of 2025.

Strategic Plan Overview

The intention of this comprehensive Strategic Action Plan is to help guide the CoC through 2025 in achieving measurable outcomes and goals that will make a lasting impact on the efficiency and effectiveness of the Housing Crisis Response System, ultimately resulting in reduced chronic homelessness, unsheltered homelessness, and first-time homelessness. It is the charge of the Strategic Planning Committee to oversee updates and progress through the completion of 2025. Committees, Leadership Council, Lead Agency Staff, as well as other community partners, will lead and oversee various action steps, but ultimately it is the Strategic Planning Committee's responsibility to make sure there is forward momentum and progress made toward achieving the objectives outlined in the Strategic Action Plan. This plan is to be updated and intended to be flexible in order to adjust the course to best meet the changing needs of households faced with homelessness. Detailed action steps are provided for the following main objectives;

1. REDUCE INSTANCES OF UNSHELTERED HOMELESSNESS
2. INCREASE ACCESS AND THE NUMBER OF DEDICATED AFFORDABLE HOUSING UNITS FOR HOUSEHOLDS EXITING HOMELESSNESS
3. OPTIMIZE EFFICIENCY AND IMPACT OF CONTINUUM OF CARE
4. ENSURE EVERY COMPONENT OF THE HOUSING CRISIS RESPONSE SYSTEM IS HOUSING-FOCUSED

Each objective has four specific strategies, with action steps laid out to provide a clear path to success.

Our Priorities

With the close of 2025, Pasco County Continuum of Care envisions the following goals being accomplished:

1. Significantly reduce the number of households experiencing unsheltered homelessness to be no more than 30% of the entire homeless population
2. Reduce the average number of days someone experiences unsheltered homelessness to less than 60 days
3. Increase affordable housing units dedicated to households and individuals exiting homelessness
4. Increase and diversify funding dedicated to Permanent Supportive Housing
5. Increase the number of homelessness and housing services providers coordinating with the CoC
6. Provide regular and recurring training on the Housing Crisis Response System to the public and key stakeholders
7. Improve and expand relationships with local landlords
8. Expand access to the Coordinated Entry System
9. Provide high-quality leadership among the CoC Leadership Council and CoC Lead Agency
10. Provide housing focused services from the point of engagement through housing

Action Plan 2022-2025

Objective 1: REDUCE INSTANCES OF UNSHELTERED HOMELESSNESS

Success looks like:

- No more than 30% of the homeless population will be unsheltered by 2025
- The average length of time someone will experience unsheltered homelessness will be no more than 60 days
- All outreach providers will be coordinated so that every person experiencing unsheltered homelessness is identified, supported, and provided a path to housing
- Hospitals, Jails, and other institutions will not discharge someone to unsheltered homelessness
- There will be spaces designated to meet basic needs and connection to services for the unsheltered population

Objective 1: Strategy 1.1 Reduce the percentage of the homeless population experiencing unsheltered homelessness

Leadership Council Member Assigned:

ACTIONS IN SUPPORT OF STRATEGY	RESPONSIBLE COMMITTEE/ENTITY	FREQUENCY/Target Completion	Status/Updates
1. Develop and implement a formal diversion process through CES and training CoC-wide.	CES Committee, Lead Agency Staff	September 2023	
2. Prioritize housing opportunities and services through CES for those experiencing unsheltered homelessness.	CES Committee, Lead Agency Staff	July 2023	
3. Develop and Implement Homeless Prevention screening and prioritization through CES.	Prevention and Diversion Workgroup, Lead Agency Staff	January 2023	
4. Prioritize homelessness prevention resources for those with unsheltered histories.	CES Committee, Lead Agency Staff	February 2023	
5. Establish a breakdown of allocations of funding to case management and outreach dedicated to unsheltered population	Lead Agency Staff, Strategic Planning Committee	December 2022	
6. Increase and prioritize funding to expand outreach and case management services for the unsheltered population.	Outreach and Unsheltered Homelessness Workgroup, Leadership Council	December 2023	

Objective 1: Strategy 1.2 Decrease the average amount of days someone experiences unsheltered homelessness

Leadership Council Member Assigned:

ACTIONS IN SUPPORT OF STRATEGY	RESPONSIBLE COMMITTEE/ENTITY	FREQUENCY/Target Completion	Status/Updates
1. Identify and secure recurring funding for street outreach programs	Outreach and Unsheltered Homelessness Workgroup, Leadership Council	Monthly starting December 2022	
2. Increase availability of free bus passes for outreach service providers to provide to unsheltered clients for the purposes of housing identification and service connection.	Outreach and Unsheltered Homelessness Workgroup, Lead Agency Staff	April 2023	
3. Implement a case staffing process, like BNL staffings, specifically for the unsheltered population.	Outreach and Unsheltered Homelessness Workgroup, CES Committee, Lead Agency Staff	Biweekly starting February 2023	
4. Develop CoC-wide report demonstrating changes in average days homeless based on BNL for unsheltered populations.	Lead Agency Staff	Monthly starting February 2023	
5. Set monthly housing targets for those with the highest average days of unsheltered homelessness	Outreach and Unsheltered Homelessness Workgroup, Lead Agency Staff	March 2023, ongoing monthly	

Objective 1: Strategy 1.3 Create Day Services Centers with the capacity to provide emergency shelter

Leadership Council Member Assigned:

ACTIONS IN SUPPORT OF STRATEGY	RESPONSIBLE COMMITTEE/ENTITY	FREQUENCY/Target Completion	Status/Updates
1. Host regularly scheduled workshops comprised of the business, philanthropic, governmental, and non-profit partners to identify possible sites for housing-focused low-barrier day centers) with the capacity to shelter individual adults	Strategic Planning Committee, Lead Agency Staff, Outreach and Unsheltered Homelessness Workgroup	Starting March 2023	
2. Identify total costs and funding needed for operations and maintenance of day service centers	Lead Agency Staff	Starting March 2023, ongoing	
3. Procure funding supporting operations and maintenance of day service centers.	Leadership Council	June 2024	
4. Implement a capacity-building program to ensure at least 4 service providers have the ability to take on operations of day centers.	Strategic Planning Committee, Lead Agency Staff	July 2023	

Objective 1: Strategy 1.4 Develop Cross-System Coordinated Community Plan for Addressing Unsheltered Homelessness

Leadership Council Member Assigned:

ACTIONS IN SUPPORT OF STRATEGY	RESPONSIBLE COMMITTEE/ENTITY	FREQUENCY/Target Completion	Status/Updates
1. Identify all systems by which someone is discharged into unsheltered homelessness.	Outreach and Unsheltered Workgroup, Lead Agency Staff	September 2024	
2. Hold individual meetings with each system to gain a mutual understanding of the Housing Crisis Response System, discharge planning needs, limitations, and strengths in supporting system exits to permanent housing.	Lead Agency Staff	Starting October 2024, ongoing	
3. Regularly convene systems leadership to develop a cross-system coordinated community plan for addressing unsheltered homelessness, detailing roles and responsibilities of all systems and partners.	Strategic Planning Committee, Outreach, and Unsheltered Workgroup, Lead Agency Staff	February 2025	
4. Identify and incorporate shared outcomes and performance measures into the Coordinated Community Plan addressing unsheltered homelessness.	Lead Agency Staff, Cross-System Leadership	June 2025	

Objective 2: INCREASE ACCESS AND NUMBER OF DEDICATED AFFORDABLE HOUSING UNITS FOR HOUSEHOLDS EXITING HOMELESSNESS

Success looks like:

- With the close of 2025, PSH units will have increased by 20% (109 new units (based on 2022 HIC of 544 PSH units))
- With the close of 2025 the CoC will have a close working relationship with all TBRA and Voucher programs that could benefit households exiting homelessness and these vouchers will be incorporated into the CES.
- With the close of 2023 the resources dedicated to PSH will appropriately reflect the need, rather than having more resources dedicated to family homelessness.
- Funding beyond HUD CoC and Pasco County will support PSH
- At least one project application for affordable housing in partnership with a developer will be submitted to FHFC.
- At least two CoC partners will administer master leasing.

Objective 2: Strategy 2.1 Expand and diversify funding for permanent supportive housing

Leadership Council Member Assigned:

ACTIONS IN SUPPORT OF STRATEGY	RESPONSIBLE COMMITTEE/ENTITY	FREQUENCY/Target Completion	Status/Updates
1. Right-size resources dedicated to PSH ensure the rate of existing funding dedicated to PSH aligns with the population needing this support.	Leadership Council, Lead Agency Staff, Funders	April 2023	
2. Establish a workgroup dedicated to identifying opportunities for funding and partnerships that will fund PSH	Leadership Council	May 2023	
3. Quantify the total annual cost to fulfill the need for PSH, including support services, rental and utility subsidies, unit development, and administration.	PSH Workgroup, Lead Agency Staff	May 2023	
4. Establish partnerships with mainstream resource providers for healthcare and support services for PSH participants to leverage funding available through the healthcare industry, elder care services, and disability support systems.	Leadership Council, Lead Agency Staff	November 2023	

Objective 2: Strategy 2.2 Systematically coordinate and identify vouchers and Tenant Based Rental Assistance to be used for households exiting homelessness

Leadership Council Member Assigned:

ACTIONS IN SUPPORT OF STRATEGY	RESPONSIBLE COMMITTEE/ENTITY	FREQUENCY/Target Completion	Status/Updates
1. Identify all entities providing TBRA and vouchers dedicated to those exiting homelessness within Pasco County.	Lead Agency Staff	December 2023	
2. Provide informational sessions to all TBRA and voucher administration entities on the benefits, expectations, and requirements in utilizing CES for referral to vouchers and TBRA opportunities.	CES Committee, Lead Agency Staff	February 2024	
3. Maintain a system for tracking all vouchers and TBRA opportunities by slot, in an effort to refer appropriate clients as soon as a voucher or opportunity	Lead Agency Staff	February 2024	
4. Facilitate communication and regular meetings with TBRA and voucher administrators to discuss vouchers in use, clients' needs, potential clients ready to move along, and vouchers become available.	Lead Agency Staff	March 2024	
5. Implement referral and prioritization of TBRA and voucher opportunities through CES.	CES Committee, HMIS Committee, Lead Agency Staff, TBRA and Voucher Administrators	May 2024	

Objective 2: Strategy 2.3 Inform local, state, and federal funders of the cost and need associated with new unit creation

Leadership Council Member Assigned:

ACTIONS IN SUPPORT OF STRATEGY	RESPONSIBLE COMMITTEE/ENTITY	FREQUENCY/Target Completion	Status/Updates
1. Perform a detailed analysis of existing affordable housing units available to those exiting homelessness, identify the gap in needed units and costs associated with development, management, maintenance, support service needs, and financial assistance needed to completely fill the gap.	Strategic Planning Committee, Lead Agency Staff	December 2024	
2. Develop consistent messaging on the cost and needs associated with new unit creation.	Strategic Planning Committee, Lead Agency Staff	December 2024	

3. Seek partnership with affordable housing developers to apply to the Florida Housing Finance Corporation (FHFC) for the financing of development to benefit the homeless population.	Leadership Council, Lead Agency Staff	Partnerships established by May 2025 One Application submitted to FHFC by the close of 2025	
4. Host a county-wide housing forum to discuss options for incentives promoting the development of and access to affordable housing locally	Leadership Council, Lead Agency Staff	May 2025	
5. As part of a communication plan and strategy, detail how the CoC partners and Leadership council can be used to spread consistent messaging on current needs.	Leadership Council, Lead Agency Staff	December 2022	

Objective 2: Strategy 2.4 Institute use of Master Leasing

Leadership Council Member Assigned:

ACTIONS IN SUPPORT OF STRATEGY	RESPONSIBLE COMMITTEE/ENTITY	FREQUENCY/Target Completion	Status/Updates
1. Identify current funding within the CoC which allows for the structure of master leasing	Lead Agency Staff	November 2022	
2. Develop information to be presented to the service providers and community on how master leasing is currently being used in existing programs and how it can be expanded, highlighting the benefits to clients.	Lead Agency Staff, Funders, and Service Providers	March 2023	
3. Identify service providers interested in holding master leases and subleasing to clients	Leadership Council, Lead Agency Staff	April 2023	
4. Implement a capacity-building cohort for agencies wanting to break into master leasing, detailing funding, limitations, and creative solutions, this should not be limited to homeless services providers only.	Leadership Council, Lead Agency Staff	May 2023	
5. Track the number of units available for homeless households through master leasing and set a target for increasing the number of these units.	Lead Agency Staff	November 2022	

Objective 3: OPTIMIZE EFFICIENCY AND IMPACT OF CONTINUUM OF CARE

Success looks like:

- A detailed Communications Plan with identified strategies and action steps will be completed by December 2022.
- There will be an onboarding process for all Leadership Council and Lead Agency Staff.
- At least annually there will be an in-person Leadership Council and Lead Agency Retreat.
- Monthly, there will be one-page informational handouts, pre-recorded videos, and/or images to be distributed via social media and in-person showing CoC progress and needs.
- Annually, Service Providers' training needs will be assessed
- There will be a 12-month master training schedule posted on the CoC website
- All HUD and State funded CoC activities and programs will be monitored annually according to the Monitoring Plan, Policies, and Procedures developed.

Objective 3: Strategy 3.1 Develop a Communications Plan and Strategy

Leadership Council Member Assigned:

ACTIONS IN SUPPORT OF STRATEGY	RESPONSIBLE COMMITTEE/ENTITY	FREQUENCY/Target Completion	Status/Updates
1. Develop content and schedule for 1:1 meetings with local commissioners	Leadership Council, Lead Agency Staff	December 2022, content and schedule updated quarterly	
2. Coordinate public comment on homelessness to be provided at every commission meeting	Leadership Council, Lead Agency Staff	December 2022, ongoing monthly	
3. Coordinate presentations on the Housing Crisis Response System and CoC-Wide needs to civic and faith groups	Leadership Council, Lead Agency Staff	November 2022 start, at least one presentation by lead agency staff or leadership council members per month	
4. Develop a format for reporting monthly, as a one-pager with data showing progress and outstanding needs of the CoC	Lead Agency Staff	December 2022, ongoing monthly	
5. Target communication efforts among the CoC and its' funders	Lead Agency Staff	December 2022	
6. Host annual public event discussing and endorsing best practices in ending homelessness, updates on successes and needs of the CoC.	Leadership Council, Lead Agency Staff	March 2023	

Objective 3: Strategy 3.2 Strengthen leadership among the Leadership Council and Lead Agency

Leadership Council Member Assigned:

ACTIONS IN SUPPORT OF STRATEGY	RESPONSIBLE COMMITTEE/ENTITY	FREQUENCY/Target Completion	Status/Updates
1. Develop an onboarding plan for all CoC Leadership Council Members and lead agency staff dedicated to CoC work.	Leadership Council Executive Committee, Lead Agency Staff	December 2022	
2. Facilitate an annual Leadership Council and CoC Lead Agency staff training and retreat on responsibilities and expectations.	Leadership Council Executive Committee, Lead Agency Staff	First one is to take place by June 2023	
3. Identify funding to be dedicated to the Lead Agency to improve system coordination, coordinated entry intake, triage, reporting, and monitoring	Leadership Council, Lead Agency Staff	Start January 2023, ongoing	
4. Develop pre-recorded short informational videos for onboarding new board members and other important community stakeholders	Lead Agency Staff	December 2023	

Objective 3: Strategy 3.3 Develop regularly scheduled training for the community and stakeholder groups on navigating the Housing Crisis Response System

Leadership Council Member Assigned:

ACTIONS IN SUPPORT OF STRATEGY	RESPONSIBLE COMMITTEE/ENTITY	FREQUENCY/Target Completion	Status/Updates
1. Develop a Master Training Schedule for 12 months of operations under the CoC	Strategic Planning Committee, Lead Agency Staff	October 2022	
2. Facilitate quarterly training on the Coordinated Entry System	Lead Agency CES Staff	Starting 1 st quarter of 2023	
3. Facilitate quarterly training on the use of HMIS	Suncoast Partnership, Lead Agency Staff	Starting 4 th quarter 2022	
4. Facilitate Diversion Training CoC wide	Lead Agency Staff	June 2023	
5. Facilitate Housing-Focused Practices training for outreach and case management	Lead Agency Staff	June 2023	
6. Develop and facilitate annual training on best practices in addressing homelessness for faith-based partners.	Lead Agency Staff, Leadership Council	December 2023	
7. Facilitate an annual poverty simulation type event for the community demonstrating components of the Housing Crisis Response System.	Strategic Planning Committee, Lead Agency Staff, Partnership with St. Leo's	June 2024	

8. Develop a short, recorded video on System Navigation: What providers do and how to connect to services.	Coordinated Entry Committee, Lead Agency Staff	March 2023	
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Objective 3: Strategy 3.4 Expand the number and quality of homeless and housing service providers partnering with the CoC

Leadership Council Member Assigned:

ACTIONS IN SUPPORT OF STRATEGY	RESPONSIBLE COMMITTEE/ENTITY	FREQUENCY/Target Completion	Status/Updates
1. Annually evaluate performance metrics, program policies, and procedures for all existing PSH, RRH, Prevention, and Outreach programs to ensure consistency across programs, and clear expectations of all existing and potential providers of these services.	Application, Project performance, Review and Ranking Committee, Lead Agency Staff	April 2023	
2. Implement service provider monitoring plan and process, annual monitoring schedule, and corrective action plan policies and procedures	Lead Agency Staff	March 2023	
3. Facilitate quarterly meetings among all subcontracted providers updating them on changes in program requirements, invoicing, etc.	Lead Agency Staff	Starting the final quarter of 2022	
4. Detail a plan, policies, and procedures on the lead agency as a direct service provider.	Application, Project performance, Review and Ranking Committee, Lead Agency Staff	February 2023	
5. Implement data quality improvement initiative CoC-wide.	HMIS and Data Management Committee, Suncoast Partnership, Lead Agency Staff	June 2023	
6. Provide quarterly HMIS training for existing HMIS participating agencies and new participants.	Suncoast Partnership, Lead Agency Staff	Starting the final quarter of 2022	
7. Develop operating guidelines and standardized forms to be used CoC-wide for agencies funded for RRH services	Lead Agency Staff	July 2023	
8. Conduct an annual provider training needs assessment to continue planning relevant training targeted at providers for the years to come.	Strategic Planning Committee, Lead Agency Staff	September 2023	

Objective 4: ENSURE EVERY COMPONENT OF THE HOUSING CRISIS RESPONSE SYSTEM IS HOUSING-FOCUSED

Success looks like:

- Permanent housing placement rates will increase to more than 70% by 2025
- Service providers delivering Diversion, Prevention, Outreach, Case Management, and Financial Assistance will have annual training on Housing Focused Practices and be provided reference materials on how this applies to them in their roles.
- Programmatic and CoC policies and procedures will be housing focused.
- The community at large will have an understanding of Housing Focused Practices

Objective 4: Strategy 4.1 Institute curriculum for Emergency Shelters, Coordinated Entry Access Points, and Street Outreach programs to be Housing Focused

Leadership Council Member Assigned:

ACTIONS IN SUPPORT OF STRATEGY	RESPONSIBLE COMMITTEE/ENTITY	FREQUENCY/Target Completion	Status/Updates
1. Facilitate housing-focused outreach training to all CoC-funded outreach programs as well as other community charity-style outreach programs.	Lead Agency Staff	February 2023, ongoing	
2. Provide Housing-Focused Practices Training to all funded providers by service type (outreach, emergency shelter, RRH, PSH, etc) at least annually.	Lead Agency Staff	July 2023, ongoing	
3. Provide one on one training on housing-focused practices for any newly funded service provider within the first 3 months of the contract initiation.	Lead Agency Staff	As needed but within the first 3 months of contract initiation with new service provider	

Objective 4: Strategy 4.2 Provide education to the community and partners on what Housing Focused Practices are and their importance in reducing homelessness

Leadership Council Member Assigned:

ACTIONS IN SUPPORT OF STRATEGY	RESPONSIBLE COMMITTEE/ENTITY	FREQUENCY/Target Completion	Status/Updates
1. Share a quarterly success story with the CoC on how housing-focused practices made housing possible for someone who was recently permanently housed	Lead Agency Staff	June 2023, ongoing	
2. Hold a virtual informational session, inviting everyone in the community to highlight agencies operating under housing-focused practices	Leadership Council, Lead Agency Staff	September 2023	

Objective 4: Strategy 4.3 Set measurable outcomes for monitoring performance and impact of programs operating with housing focused practices

Leadership Council Member Assigned:

ACTIONS IN SUPPORT OF STRATEGY	RESPONSIBLE COMMITTEE/ENTITY	FREQUENCY/Target Completion	Status/Updates
1. Look at existing data being collected in HMIS and compare programs that truly operate from a housing-focused philosophy to programs that don't operate from a housing-focused approach.	Application, Project Performance, Review and Ranking Committee, HMIS and Data Management Committee, Lead Agency Staff	October 2023	
2. Identify differences in system performance measures and other measures that can be gathered from existing HMIS data	Strategic Planning Committee, HMIS and Data Management Committee, Lead Agency Staff	November 2023	
3. Determine if housing-focused questions need to be incorporated into assessments to ensure they are asked across all CoC programs	Coordinated Entry Committee, Service Providers, Lead Agency Staff	February 2024	
4. Establish a standard report showing increased performance and outputs based on implementing housing-focused practices.	HMIS and Data Management Committee, Lead Agency Staff	March 2024	

Objective 4: Strategy 4.4 Ensure all CoC policies and procedures are housing focused.

Leadership Council Member Assigned:

ACTIONS IN SUPPORT OF STRATEGY	RESPONSIBLE COMMITTEE/ENTITY	FREQUENCY/Target Completion	Status/Updates
1. Provide detailed education to the Application, Project Performance, Review and Ranking Committee on Housing-Focused Practices	Lead Agency Staff	February 2024	
2. Utilize the Application Project Performance, Review and Ranking Committee along with Lead Agency Staff, to evaluate all CoC-funded program policies and procedures and recommend changes that are in line with housing-focused practices.	Application, Project Performance, Review and Ranking Committee, Lead Agency Staff	March 2024	
3. Review program policies and procedures annually as part of the monitoring process and evaluate for implementation of housing-focused practices beyond just written policy, to include practice.	Lead Agency Staff	Ongoing as part of regular monitoring schedule	